Air Force Materiel Command

Developing, Fielding, and Sustaining America's Air and Space Force

U.S. AIR FORCE

Adapt Quickly to New Challenges and Uncertain Circumstances

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AFMC Transformation

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Integrity - Service - Excellence

Transformation Roadmap

- Defining AFMC transformation vision, goals, and end state
- Linking combat and business transformation
- Institutionalizing a transformation culture
- Removing barriers to transformation initiatives
- Prioritizing value-added initiatives and eliminate non-essential activities
- Fostering industry transformation partnership
- Building customer transformation partnership

View of Transformation

Appropriation

Congress

Transformation has many dimensions

Strategy

OSD

Organize, Train, & Equip

Air Force

Execution

AFMC

AFMC must develop an integrated approach to meet transformation expectations

Transformation From the Top

"Develop the kinds of forces and capabilities that can adapt quickly to new challenges and unexpected circumstances."

"Future success rests with providing Air Force members modern and more efficient capabilities. The Cold War is over…radical change is needed."

"No one capability is transformational…

It is the integration of all capabilities that elevates operational effectiveness to new heights."

AF Doctrine*

Tenets of Airpower

- Requires Centralized Control and Decentralized Execution
- Is flexible and Versatile
- Produces Synergistic Effects
- Uniquely Suited to Persistent Operations
- Operations Must Achieve Concentration of Purpose
- Operations Must Be Prioritized
- Operations Must Be Balanced

***AF Doctrine Document 1, Sept 97**

Commander's Intent

- Wartime effectiveness in peacetime
- AFMC is innovative, adaptive, and responsive
- AFMC is easy to do business with

Wartime Effectiveness in Peacetime

Why: Leverage workforce creativity and innovation with one operating style in peace and war

Impact:

- Rapid fielding of effects-based capabilities to meet operational needs
- Effective operations in peace and war

CONOPS:

- Train as you fight
- Validate with Check-rides: AF operations, exercises, war games
- Accelerate spiral development and fielding effects-based capabilities
- Implement DMRT, spares campaign, CLR

Innovative, Adaptive, and Responsive

Why: Adapt quickly to new challenges and unexpected circumstances

Impact:

- Proactive Involvement with combatant commands, external and internal organizations, and industry partners to solve problems and anticipate future requirements

CONOPS:

- Enterprise leadership for horizontal integration
- Robust Capabilities Planning capable of addressing task force gaps
- Institutionalize wartime effectiveness in peacetime

Easy to do Business With

Why: Allows warfighters to concentrate on mission accomplishment

Impact:

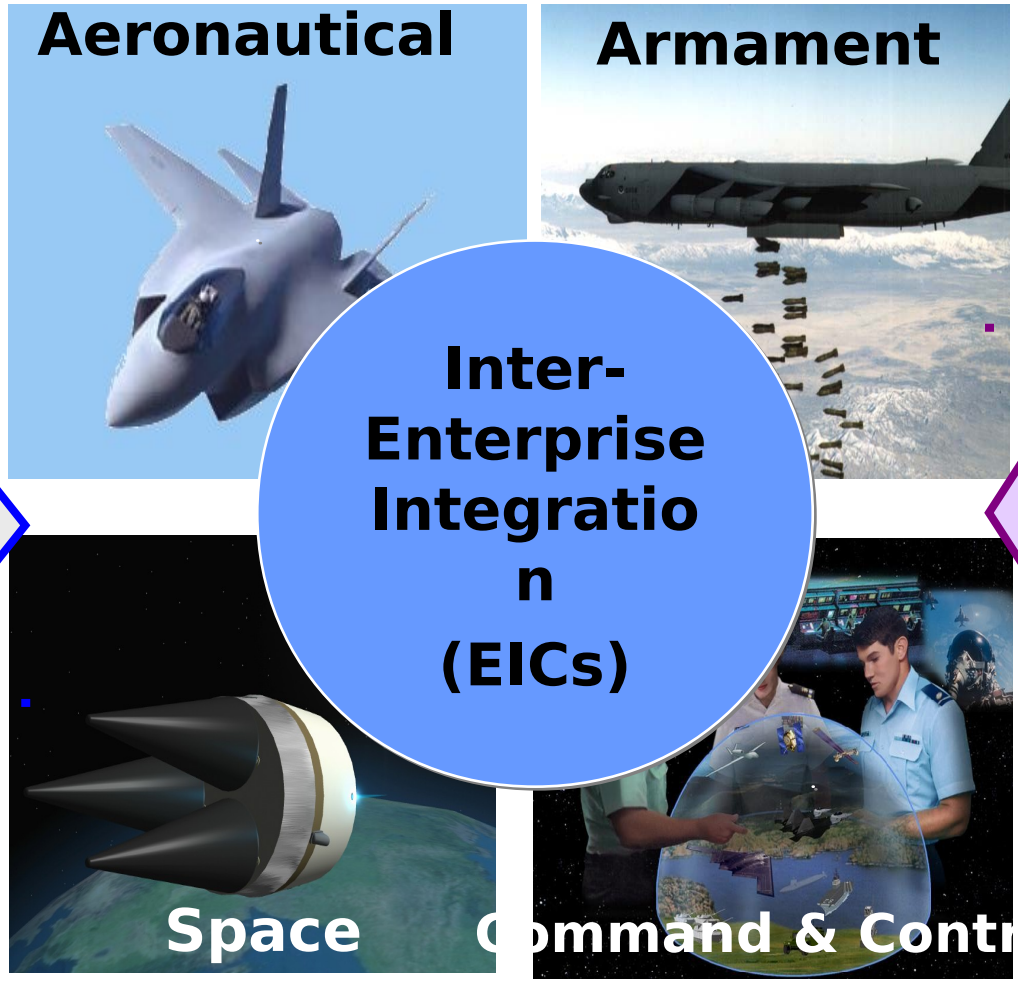
- AFMC is the AF center of excellence for acquisition and sustainment
- Efficient lines of communication
- Rapid delivery of effective mission capability

CONOPS:

- Enterprise leadership
- Single point of entry to AFMC capability
- Proactive response anticipating problems and requirements
- Deploy AEF combat readiness teams to rapidly identify solutions

Enterprise Approach

Capabilities for the Warfighter



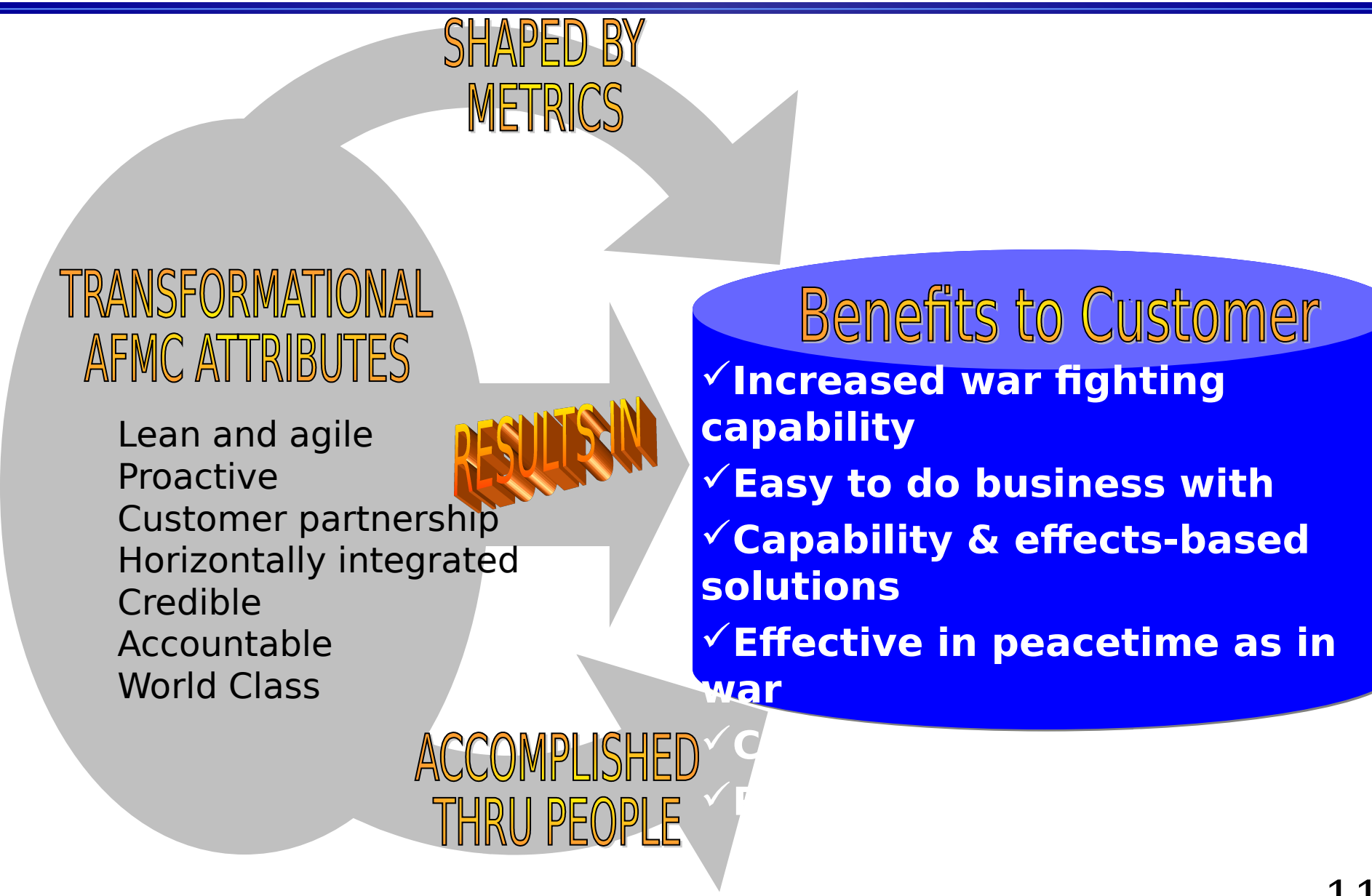
SCIENCE AND TECHNOLOGY
- SUPPORTS EM
- TECH TRANSITION
- LIFE-CYCLE APPLICATIONS

Inter-Enterprise Integration (EICs)

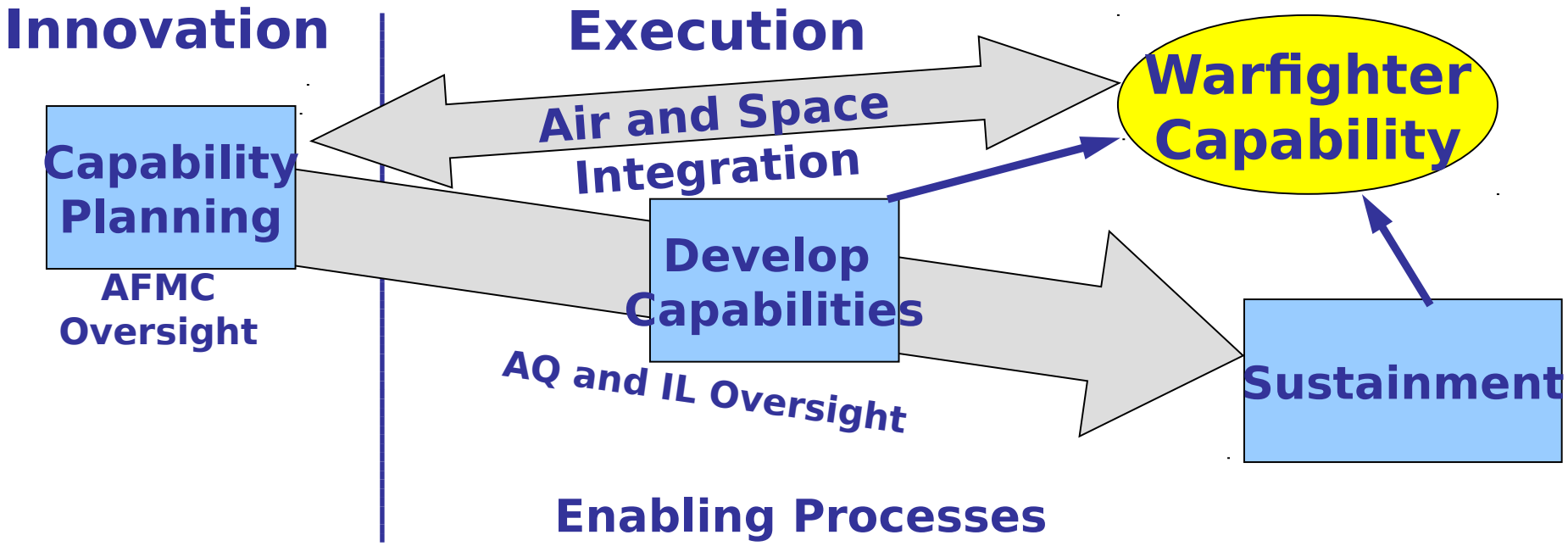
SUSTAINMENT
- MULTI-SYSTEM

CONSIDERATIONS
- GOVT/INDUSTRY
- SUPPORTS EM
- LIFE-CYCLE FOCUS

Desired Outcome



AFMC CONOPS



ENTERPRISE MANAGEMENT = HORIZONTAL INTEGRATION

AFMC/TR Charter

- Provide AFMC/CC the strategy, framework, and roadmap for transformation
- Develop a “future state” vision for AFMC in line with DoD and Air Force Policy
- Design a concept for future AFMC operations
- Actively pursue user command participation in support of AFMC’s transformation process
- Propose elimination of non-essential activities

INSTITUTIONALIZE TRANSFORMATION

Transformation (AFMC/TR)

HQ AFMC/TR

Maj Gen Mike Mushala

Col Bruce Litchfield (Deputy)

Administrative Specialists

Debbie Perdue

Capt James Myers

Steve Carlon
ESC
AFRL (c)

Public Affairs

Gil Montoya
OC-ALC

Electronic Data Warehouse

Doug Fleser
ASC
AFSAC (c)

Information Technology

Danny Pugh
AAC
AEDC (c)

Research

Doug Hamel
OO-ALC
AMARC (c)

Divestiture

June Taylor
WR-ALC
AFFTC (c)

Contracts

(c) = companion AFMC organization

Transformation Executive Steering Group (TESG)

Gen Lyles Stewart (Chair) (Co-chair)	LGen Coolidge (Alternate)	Dr.
AFMC/TR	ACE DMRT -- -- -- -- -- --	AFMC/CT AFMC/DO AFMC/DR AFMC/LG AFMC/XP -- -- -- -- -- --	AAC/CC ASC/CC ESC/CC OC-ALC/CC OO-ALC/CC WR-ALC/CC -- -- -- -- -- --

Participation As Issues Dictate

Defining Goals*

- Unleash inherent workforce creativity to adapt quickly to new challenges and unexpected circumstances
  - Enterprise Commanders demonstrate a 20% increase in capability and a 10% decrease in vulnerability each year
  - Rapidly prototype to refine operations concepts and system designs

***This example is added to discuss the logic and rationale in constructing a goal statement**

Your Input Will Help in Defining Transformation Goals and Measurement Standards

Transformation Summary

- **Adapt quickly to new challenges and uncertain circumstances**
- **Leverage AF capabilities to reduce vulnerability to the United States**
- **Lead transformation of acquisition and sustainment processes that enable rapid response to warfighter needs**
- **Leverage CONOPS and business transformation initiatives to unleash AFMC workforce creativity**

AFMC Vision

Recognized in Air Force and DoD as providing

Proactive

Rapid

Integration Architect

Dominant Force

Effects Based Warfighter Support